

## QUESTION: What is the purpose of your club?

### Expectations:

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1. Clear understanding of role and 'reason for being' (Why does your club exist?)
2. Documented in constitution and/or plans (e.g. as Purpose or Mission).
3. Affiliation to regional/national sports organisation and alignment of purpose.
4. Clear, concise and easy to read.
5. Relevant in changing environment.
6. Specific enough to guide volunteers, staff and stakeholders.

### Detailed Expectations for 'Sustainable' Organisations:

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1. The club has a clear understanding of their role and core purpose. The purpose describes the club's 'reason for being'. It clarifies why the organisation exists. For example, "to provide social and competitive squash for people of all ages and abilities in the suburb of Karori".
2. The purpose is documented in the strategic plan and/or constitution as a purpose or mission statement.
3. Club is affiliated to regional/national sports organisation and purpose is aligned and/or consistent (as relevant).
4. The purpose is clear, concise and easy to read.
5. The purpose will maintain relevance in a changing environment. As social, economic, financial, cultural, political circumstances change, the club has reviewed to check that their reason for being is still relevant.
6. The purpose is specific enough to provide guidance to the club's volunteers, staff and stakeholders.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. The purpose captures the culture of the organisation.
6. The organisation demonstrates effective ways of integrating the purpose into day to day operations and fostering a shared belief and commitment to the purpose amongst staff and volunteers.

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#### Further Reference

[SPARC – Planning for Clubs](#)

[Community Net – Strategic Planning \(Purpose\)](#)

[Community Net – Review and Renewal](#)

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ID Number: 1      Ref: A1.1-1

## QUESTION: What is your vision?

### Expectations:

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1. Vision or ideal future beyond current timeframe.
2. Vision shows strategic direction.
3. Clear, concise and appropriate timeframe.
4. Motivates staff/volunteers toward common goal.
5. Achieving vision will help fulfil organisation's purpose.

### Detailed Expectations for 'Sustainable' Organisations:

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1. The organisation has a vision of where it wants to get to, or an ideal future state beyond the current timeframe.
2. The vision expresses the intended strategic direction or focus. For example, "For Karori Club to be the lowest cost squash club with the largest youth membership in the Wellington region by January 2011".
3. Vision statement is clear and concise with an appropriate timeframe. For example this might be 3, 5 or 10 years in the future.
4. The vision is capable of motivating and inspiring staff and volunteers towards a common goal. While the actions required to achieve the vision will create the steps to get to the ideal future state, the vision will continue to provide ultimate clarity of where the organisation is heading.
5. Achievement of vision will clearly enhance the organisation's ability to fulfil its purpose.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example

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#### Further Reference

[SPARC – Planning for Clubs](#)

[Community Net – Strategic Planning \(Vision\)](#)

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ID Number: 140 Ref: A1.2-1

## QUESTION: What is your competitive advantage?

- » *Your **competitive advantage** is why customers choose to affiliate to your organisation over others.*

### Expectations:

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1. Understand main factors that determine your club's success relative to your competitors.
2. Examples of factors: geographic proximity, price leadership, accessibility, product/service options, influence with decision-makers, past reputation for sports delivery, sporting success etc.
3. Understand how you position your organisation in the minds of customer and stakeholder groups.
4. Understand why people don't choose to affiliate to your organisation.
5. Competitive advantage may be reflected in plans or policies.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Your organisation understands what the main factors are that make it successful over competitor organisations. Knowledge of your organisations competitive advantage in the market evidenced by an understanding of what the main factors are which determine your success relative to your competitors.
2. Main factors might include differentiators such as geographic proximity, price leadership, accessibility, programme, product and service options, 'experience value', relative influence with decision-makers, past reputation for sport delivery or sporting success etc.
3. Understand how you position your organisation in the mind of current and potential customers (participants, coaches, officials, administrators, supporters) and stakeholders. Look at what your club promises and how that encourages customers to be involved with your organisation over others.
4. Understand why people don't choose to affiliate to your organisation i.e. your competitive disadvantage.
5. Competitive advantage may be reflected or capitalised on through plans and/or policies. For example, organisational purpose and/or vision may emphasize aspects of competitive advantage (e.g. "ABC club exists to provide the cheapest form of weekend entertainment in xyz suburb through participation in abc sport", or "ABCs vision is to produce the most nationally successful athletes by providing the highest quality coaching). Policies around membership revenue and services (i.e. pay for a chosen combination of products and services) might reflect competitive advantages of customer flexibility and club financial stability.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example

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#### Further Reference

**SPARC – Strategic & Business Planning**

**SPARC – Sport Marketing (Running Sport series)**

**Business.govt.nz - Market your point of difference**

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**ID Number: 403 Ref: A1.3-2**

## QUESTION: How does your sport's history influence how your club operates now and into the future?

### Expectations:

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1. Understand how your club's history has an effect on the club in both good and bad ways.
2. Understand how the history of your sport negatively and/or positively affects your club.
3. Appropriate approaches to minimise the club's historically negative influences.
4. Appropriate approaches to maximise positives of club history.
5. Purpose and vision are consistent with how the club is managing its history.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Understand how your club's history affects the club in both good and bad ways. Understanding of any impacts that the legacy of your organisation has on how you currently operate and your future plans, from both a positive and negative perspective. This may be around past competitive success, historical market perception of your organisation, legacy administrative processes etc (e.g. some clubs have a strong background of sporting success and attract members as a result of this. Others have a history of the committee not communicating with members and as a result may have less people interested in volunteering their time. A good understanding of these impacts is key to making the most positive use of them).
2. Understanding of any impacts that the legacy of your sport overall has on how you currently operate and your future plans, from both a positive and negative perspective. This may be around market perceptions such as of the safety of your sport, the influence of historical rules and traditions, legacy of high profile sporting successes or failures etc (e.g. minority sports not covered often in major media may perceive their overall sporting status makes it harder to promote themselves for members).
3. Appropriate approach in place to minimise any limiting or restricting influence (e.g. marketing safety approaches of your club in a sport with a historically negative safety record, focussing on pay as you play experiences to minimise financial effects of a historically unstable club membership base, using regular website updates to minimise the reputations of a non-communicative club administration etc),
4. Appropriate approach in place to maximise the positives (e.g. using clubrooms as base for heritage through displays of team photos, honours boards, rep player memorabilia, recognising past club champions through club website, submitting stories to local media about positive impacts participating in your sports club has had on crime/safety in your local community, celebrating your club's history and past successes as part of local Heritage Week celebrations etc).
5. Purpose and vision are consistent with how the club is managing its legacy. Any inconsistency with purpose and vision has been resolved (e.g. if your vision is to be the club with the most rep players then having a history of team selections that aren't transparent, or a committee that historically doesn't communicate information from the RSO will mean lack of alignment with the Vision and need to be resolved if the Vision is to be achieved).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

4. A club using its history, of being one of the first cricket clubs in NZ and having produced more NZ reps than any club in the wider region, as a marketing point. E.g., North Shore Cricket Club

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**Further Reference**

SPARC – Writing your club history

Examples of Heritage e.g. Western Springs Speedway Heritage.

Our Sporting Life – UK Sports Heritage Network

Facebook - Irish Sporting Heritage Project

Recording your heritage in a book to sell as a fundraiser e.g. Sports Heritage Publications

NZ's unique sporting culture and identity

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ID Number: 423    Ref: A1.4-1

## QUESTION: How do you create a shared commitment amongst volunteers and staff?

### Expectations:

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1. Volunteers/staff involved in developing vision and strategic plan.
2. Values or behaviours articulated and demonstrated.
3. Volunteers/staff involved in developing and agreeing values.
4. Regular communication about purpose, vision and values.
5. Leaders' role-model values and reinforce by consulting, mentoring and challenging volunteers/staff.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Staff and/or volunteers were actively involved in developing the vision and strategic plan (e.g. having a well-advertised open meeting with participants, coaches, officials, parents, sponsors etc all welcomed to have input into vision/plans for the club).
2. Values or behaviours have been articulated and may include for example excellence, integrity, trust, communication, teamwork, respect, inclusiveness, achievement, family, community, entertainment, fun, passion, honesty, innovation, continuous improvement. Values intrinsic to the sport may also be included. Values are evident in the club spirit and a strong commitment of active involvement and working together.
3. Staff/volunteers were involved in developing and agreeing the values (e.g. having a well-advertised open club meeting to develop club values, and perhaps allowing coaches to hold 'values sessions' with their teams to get their commitment).
4. Regular communication with staff and volunteers about the purpose, vision and values (e.g. having this type of info on the website, articles in the club newsletter about decisions made or achievements and how/where they fit to the vision and values i.e. "given our club's value for excellence, we're proud to announce the two participants who've just been selected for regional reps").
5. Role modelling of values (behaviours) by leaders and actively embedding the values through consultation, mentoring and coaching of staff/volunteers and challenging to reinforce (e.g. committee members being seen consistently "walking the talk" is key, i.e. showing in meetings that they have respect for each other, working with staff/volunteers collegially if teamwork is a value etc).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

2. Club spirit is evident with strong involvement and support for club days, social functions etc.

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### Further Reference

[Community Net – Human Sustainability](#)

[SPARC – Planning for Clubs \(Values\)](#)

[Change Dynamics Ltd \(Business\) – Implementing Organisational Values](#)

[Change Dynamics Ltd \(Business\) – Organisational Core Values](#)

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ID Number: 359 Ref: A1.5-2

## QUESTION: What is the structure of your Committee?

- » *This question refers to the main Committee or Board of the organisation that is responsible for governance and strategic direction.*
- » *In some cases committee members will wear two hats, playing both governance and operational roles. This section refers to the governance role.*

### Expectations:

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1. Governance committee of 5–7 people.
2. Mix of elected and independent members.
3. Selection based on skills/experience.
4. Transparent selection process on a rotational basis.
5. Chairperson elected by the committee.
6. Permanent Finance Subcommittee and as-required temporary subcommittees.
7. Consideration given to committee representation reflecting club structure (as relevant).

### Detailed Expectations for 'Sustainable' Organisations:

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1. Governance committee consisting of 5–7 people for maximum efficiency and effectiveness. It is understood that committee members may also have operational roles, but they need to 'wear different hats' to clearly separate governance from operations.
2. There is a mix of both independent and elected positions on the Committee. Independent positions are not required to be members of the organisation (i.e. they are truly independent). Positions are filled on rotational basis to ensure this mix is maintained. Constitution needs to cater for this committee mix. Sometimes independent people may be sourced from stakeholder organisations (e.g. sponsor, RST, education organisation) based on required skill-sets.
3. There is a matrix of Committee skills/needs which is used to define the skills/experience criteria when filling new Committee positions. This equally applies when electing the Chairperson from within the committee members.
4. A robust and transparent process where role descriptions are documented, positions are advertised and appropriate people are actively sought. Positions are filled on rotational basis to ensure ongoing committee stability and effective knowledge sharing.
5. The Chairperson is elected by the members of the Committee, rather than being appointed at the AGM.
6. There is a permanent finance/audit subcommittee to ensure financial integrity. There is also a permanent Club Manager appointment/remuneration subcommittee where a paid Club Manager is in place. Any other subcommittees are needs-based, used sparingly and likely to be temporary. Examples include sponsorship/fundraising, high performance, or marketing subcommittees.
7. Consideration is given to appropriate and targeted representation on the committee to reflect the structure of club or sport membership (e.g. representatives from juniors, seniors, masters, mens/womens, social/competitive, ethnicity). This factor is secondary to the size, mix and skills of committee previously indicated, but may be needed for strategic needs of the club (e.g. to develop a particular section, aspect or customer segment).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example

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**Further Reference**

[Tasman RST SportAssist Training Resource – Board Governance](#)

[Tasman RST SportAssist Training Resource – Committee Rule](#)

[Community Net – Governance & Management](#)

[SPARC – Nine Steps to Effective Governance](#)

[NZ Institute of Directors – Governance Courses](#)

[SPARC – Committee roles and meetings](#)

[Alberta NFP – Effective organisations call for effective chairs](#)

[Alberta NFP – So you want to be a board member](#)

[Alberta NFP – Roles and responsibilities of not for profit boards](#)

[Alberta NFP – Financial responsibilities of not for profit Boards \(Canada\)](#)

[Alberta NFP – Committees \(or Operational Subcommittees\)](#)

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**ID Number: 28    Ref: A2.1-1**



## QUESTION: How do you maintain a strong Committee?

### Expectations:

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1. Committee members have clear understanding of their overall governance role and specific individual roles.
2. Committee induction process.
3. Committee skills/experience balance including finance, marketing, management, governance, sport knowledge, legal.
4. Chairperson takes responsibility for overall committee performance.
5. Sub-committee accountability process includes objectives and reporting.
6. Well run committee meetings.
7. Committee succession planning.
8. Proactive gender balanced approach.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Committee members have clear understanding of their role. Role descriptions are regularly reviewed and updated for committee and sub-committees. The critical governance role (as opposed to operational management) is understood. Where committee members take on both a governance role and an operations role they are clearly understand the role differences.
2. Strong induction programme for new Committee members. This may be the standard volunteer induction process (refer question E5.1-2) or more specific with additional requirements for committee members given their governance role.
3. A balance of skills and experience amongst Committee members including finance, marketing, management, knowledge of sport and governance, legal (expertise or contacts).
4. Chairperson takes responsibility for ensuring the club committee is performing its management and support roles (e.g. to ensure that individual club committee members are fulfilling their commitments).
5. Subcommittee accountability process ensures subcommittees are operating effectively. Clear objectives are set and monitored for sub-committee accountability. Reports are provided to Chairperson or Club Manager as applicable. Performance is reviewed by the Committee.
6. Well run committee meetings (e.g. strategic focus, agendas, reports prior to meetings, well-chaired discussion, action points and responsibilities documented and followed up etc).
7. Succession planning considered in advance (i.e. good candidates identified and encouraged to stand for election/appointment), defined handover periods for retiring/outgoing members. Using a member database that has employment information on participants and/or their parents can be a useful method to target new committee members with the skills required.
8. Committee proactively seeks to have gender balance in Committee members. Gender balance is considered in Committee succession planning. The Committee considers issues from a gender balanced approach.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Initial commitment letter signed by new Committee members confirming understanding of role and responsibilities.
4. Annual self-review of committee performance.

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**Further Reference**

[Tasman RST SportAssist Resource – Board Governance](#)

[Tasman RST SportAssist Resource – Committee Rule](#)

[Alberta NFP – Meetings that work](#)

[Community Net – Governance & Management](#)

[SPARC – Nine Steps to Effective Governance Resource](#)

[Alberta NFP – Sustaining healthy boards](#)

[New Zealand Institute of Directors – Website](#)

[SPARC – Committee Roles & Meetings \(ClubKit\)](#)

[Community Net – Board Development Workbooks](#)

[NZ Chartered Secretaries – Good Governance Guides](#)

[Compasspoint – Non profit board basics elearning](#)

[Compasspoint – Board Café enewsletter](#)

[NCVO – Six key competencies which lead to board effectiveness](#)

[SPARC – Board service commitment letter template](#)

[SPARC – Board needs matrix](#)

[SPARC – Governing process template](#)

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**ID Number: 361    Ref: A2.1-2**

## QUESTION: How do you make sure you have adequate Committee policies in place?

### Expectations:

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1. Adequate range of Committee policies.
2. Committee Handbook provided including all relevant policies and procedures.
3. Policies are actively used and referenced to ensure compliance.
4. Process for keeping policies and Committee Handbook up-to-date.
5. Policies reviewed according to an established timetable by the Committee.
6. External review from time to time.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Adequate range of Committee policies including governance-management split, conflict of interest, code of ethics/conduct, committee member responsibilities, role descriptions, commitment to performance evaluation, delegated authorities, financial controls, formal meeting agendas and minutes, Committee remuneration policy, regular financial performance monitoring (including monthly accounts and annual independent financial audits).
2. New committee members receive a Committee Handbook that includes all relevant policies and procedures (e.g. a printout or email of all the most updated policies provided at the beginning of each committee year for each committee member, with same policies saved on computer for easy access/sharing, versions of policies controlled by dates so it's clear which is the most up-to-date).
3. Policies are actively used and referenced to ensure compliance (e.g. one person has responsibility to bring the Committee Handbook to meetings so they can be easily referred to as necessary).
4. Process for keeping policies up-to-date. Committee Handbook is kept up-to-date (e.g. as meeting and agenda processes are improved the latest version is saved in the Master Committee Handbook with a new date/name and given/emailed to all committee members).
5. Policies reviewed according to an established timetable by the Committee (e.g. review and update one policy each month in the off-season).
6. External review from time to time (e.g. RSO could do a policy check, using their experience of their own policies, or RST could help with the same, or club sharing process).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example

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#### Further Reference

[SPARC – Quick reference cards for Nine steps to Effective governance \(Step 9 Induction, Conflict of Interest, 5 CEO\)](#)

[Know How Non Profit – Policies and Procedures](#)

[NSCSS – Simple policies and procedures manual](#)

[Alberta Not for Profit Sector – Developing Policy](#)

[Community Net – Some matters to include in policies](#)

[Community Net – Committee Development Workbooks](#)

[Tasman RST SportAssist Training Resource – Committee Rule](#)

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ID Number: 30    Ref: A2.1-5

## QUESTION: How does the Committee guide the operational activities of the club?

- » *This section refers to the person(s) mainly responsible for the operational aspects of the club. This may be a Club Manager or Club Administrator or even CEO.*
- » *Many organisations may operate with other positions (paid or voluntary) in place of a Club Manager. In this case, the section relates to the operational activities undertaken by this team of staff and/or volunteers (e.g. this may be the Committee with their operational hats on).*

### Expectations:

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1. Club Manager job description, contract and performance agreement in place (as relevant).
2. Relevant operational role descriptions for committee members or subcommittees (as relevant).
3. Clear operational goals established in annual plans.
4. Clear accountabilities and policies around financial and decision making limits, responsibilities and appropriate reporting.
5. Regular and appropriate reporting to the Committee by Club Manager, subcommittees and/or relevant volunteers/staff.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Club Manager job description, employment contract and performance agreement in place. These should be updated in line with key changes in the organisation, with employment legislation and as annual/strategic plans are updated.
2. Committee and/or subcommittee may have operational roles as well as their governance role. In this case they'll have role descriptions and performance agreements in place. These should be updated in line with key changes in the organisation and as annual/strategic plans are updated. For example, clarity around roles of Coaching Coordinator, Membership Liaison Officer or Volunteer Manager.
3. Clear operational goals (established in the strategic plan or annual plan). These should be accountable to the relevant committee or individual staff/volunteers.
4. Clear accountabilities around financial and decision making limits, responsibilities and reporting. Policies outlining what can and can't be done operationally.
5. Regular and appropriate reporting by Club Manager, subcommittees, and/or staff/volunteers that follows guidelines on what is and isn't submitted to the Committee. For example the use of RAG-indicated reporting (red, amber, green colour coding) allows understanding by the Committee without moving their strategic focus overly into operations. Simple email reporting using a standard template may suffice. Regular meetings between Committee and the Club Manager and other key staff/volunteers and/or committees/subcommittees may support this reporting process.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example

### Further Reference

[Alberta NFP – Committees \(or Operational Subcommittees\)](#)

[Tasman RST SportAssist Resource – Board Governance](#)

[Community Net – Governance & Management](#)

[SPARC – Nine Steps to Effective Governance Resource](#)

Tasman RST SportAssist Resource – Leadership Development

Tasman RST SportAssist Resource – Committee Rule

SPARC – Committees Roles and Meetings (ClubKit)

New Zealand Institute of Directors – Website

Help 4 Non Profits – Why Boards micromanage and how to get them to stop

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ID Number: 36    Ref: A2.2-2

## QUESTION: How does your Committee monitor and evaluate the club's performance?

### Expectations:

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1. Regular performance monitoring against key strategic objectives and measures.
2. Regular monitoring of key operational performance measures (including financials).
3. Consideration of feedback from customers (members).
4. Consideration of feedback from key stakeholders.
5. Awareness of staff/volunteer environment, mood or level of engagement.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Regular performance monitoring against key strategic objectives and measures in the strategic plan. Balanced scorecard type approach that looks at the most relevant longer-term performance outcomes around leadership, planning, customer focus, sport delivery, people management and sport management (e.g. there might be measures around participant/coach numbers in various grades, average subs, percent of volunteers with a role description, percentage of members attending AGM, sponsorship/grants funding gained etc that are displayed in the clubrooms with targets that the club is heading towards and progress updated as relevant. Often if these are just red/amber/green coloured or smiley/straight/sad faced to show poor/average/good it is easier for club members to understand).
2. Regular monitoring of key operational performance measures including key financial measures. Balanced scorecard type approach that looks at the most relevant short-term measures of performance (probably more in the customer focus, sport delivery, people management and sport management areas, i.e. including financial) (e.g. average length of committee meetings, hours of volunteer input, attendance hours at coach/admin/officials training courses, participant satisfaction feedback on competition/facilities, percentage of outstanding equipment or equipment maintenance costs, revenue vs expenditure status, numbers of qualified coaches/officials, participation results i.e. number of representatives selected, team/athlete personal bests or competition successes).
3. Consideration of feedback from customers (i.e. participants and coaches, officials, administrators) (e.g. satisfaction with club environment, support and motivation). Perception of the club from potential customers (i.e. possible new members) is useful to gain too.
4. Consideration of feedback from key stakeholders. This may include information gained through formal surveys and through informal contact. Stakeholders are likely to include, schools, council, RSO, NSO, RST, sponsors/funders etc.
5. Awareness of staff environment/engagement/'mood'. This may include some form of formal or informal survey of staff/volunteers (e.g. clubs could have a 'how do you feel?' poster, where staff/volunteers simply put an anonymous tick under the happy face, straight face or sad face to indicate their mood). This obviously changes over time so needs to be a point in time measurement, or relate to a question (e.g. how do you feel about the social life in this club? How do you feel about the coaching support you get in this club?).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. An annual report on performance against strategic objectives which guides planning.
2. Standard reporting format provides data/graphs on key performance results and trends over time.

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**Further Reference**

[Alberta NFP – Understanding financial statements](#)

[Online Survey Tools e.g. TechSoup NZ, Survey Monkey, GoFetch](#)

[Tasman RST SportAssist Resource – Board Governance](#)

[SPARC – Online Survey Tools](#)

[SPARC – Quick reference cards for Nine steps to Effective governance \(Step 6 Enhance the Board's monitoring Effectiveness\)](#)

[Community Net – Governance & Management](#)

[SPARC – Nine Steps to Effective Governance Resource](#)

[New Zealand Institute of Directors – Website](#)

[Tasman RST SportAssist Resource – Committee Rule](#)

[Compasspoint – Board Café enewsletter](#)

[Compasspoint – Non profit board basics elearning](#)

[Community Driven Institute – Creating and measuring real outcomes](#)

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ID Number: 41    Ref: A2.3-3

## QUESTION: How does the Committee manage the club's risk?

### Expectations:

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1. Risk management policy and procedure in place.
2. Major risks identified and documented.
3. Appropriate mitigation strategies/actions and policies are in place.
4. Risks reviewed regularly by the Committee and/or Club Manager.
5. Process for managing succession in key club roles.
6. Process for managing damaging situations or personalities.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Risk management policy and procedure in place (e.g. incident register).
2. Major risks identified and documented. A simple risk checklist is all that is needed based on a template but including the specific risks for your organisation (e.g. risks may include things such as an overreliance on individual staff/volunteers, financial sustainability, reliance on funding streams, membership numbers, legislative risk, negative publicity, event risks etc).
3. Appropriate mitigation strategies/actions and policies are in place. This ensures that any risks that have been identified are removed or are managed in such a way that it reduces the risk (e.g. having insurance policies to cover loss, damage or injury to people, equipment and facilities; having signage in the club pointing out hazards, having coaches trained in club safety rules for practice/performance, having spending limits or cheque signing policies to reduce financial risks).
4. Risks reviewed regularly by the Committee. Regular reporting on risks by Club Manager or other appropriate person/subcommittee that has responsibility for risk management. Input from other members where they have specialist expertise (e.g. experienced Coach knows the participation risks, Gear Custodian knows the equipment risks etc).
5. Process for managing succession in key club roles as the overreliance on a few volunteers is a very typical risk for a club (e.g. identify successors to operate as understudy to current key roles, mentoring, transitional takeovers etc).
6. Process for managing damaging situations or personalities (e.g. role descriptions can help clarify boundaries around a person's level of involvement, a structured complaints process, a media policy outlining who can talk on behalf of the club, committee meeting rules around confidentiality etc).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

2. Professional insurance advice has been sought regarding relevant insurance coverage for Board, committee, employees, volunteers, participants.

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#### Further Reference

[SPARC – Guidelines for Risk Management in Sport & Recreation](#)

[SPARC – Risk Management of Events](#)

[Community Net – Risk Management](#)

[NZRA – Recreation facility risk management](#)

[Help 4 Not for Profits – Succession Planning, The elephant in the room](#)

[NZ Institute of Chartered Accountants – Risk management \(not for profits\)](#)

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ID Number: 42    Ref: A2.3-4



## QUESTION: How do you make sure your relationships with key stakeholders are effective?

- » *Stakeholders are those people or organisations who affect or can be affected by an organisation's actions. For Clubs these would typically include Schools, Councils (Territorial Local Authorities), Regional Sporting Organisation (RSO), Regional Sports Trust (RST), Facility Owners/Managers, Sponsors and Funders, Media etc.*
- » *This section looks at the general approach to stakeholder relationship management. There are specific questions relating to details around financial stakeholders (e.g. sponsors and funders) in Module F.*

### Expectations:

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1. Understanding of various stakeholders' needs and expectations.
2. Responsibilities for stakeholder relationships shared amongst Committee members/staff.
3. Regular meetings, contact or consultation to allow two-way communication.
4. Relevant information is forwarded in a timely manner.
5. Formal engagement and consultation during evaluation and planning processes.
6. Stakeholders given clear information about what you will and won't do/provide.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Understanding of various stakeholders' needs and expectations. Once you've identified who the organisations/people are that have influence over your club, then you need to find out exactly what their needs are (e.g. councils may require 'timely communication' of team numbers for ground bookings, local media have deadlines and content/format requirements for media releases, schools may have expectations for coaching support and needs for rep players to help in-school sports promotion etc).
2. Responsibilities for stakeholder relationships are shared amongst staff/ Committee members as appropriate. Club Manager may have responsibility for operational stakeholder relationships (e.g. schools, council facility staff). Committee members' stakeholder relationships should align to their role descriptions (e.g. financial person may have Funder and Sponsor responsibility, marketing person handles Media, Chairperson handles RSO/NSO).
3. Regular meetings, contact or consultation to allow two-way communication. Regular communication to and from NSO's, RSO's, Clubs as relevant. Representation at parent body AGM and contribution to their initiatives as relevant.
4. Relevant information is forwarded in a timely manner. Submission deadlines are understood and met (e.g. from or for RST, RSO or NSO newsletters, for Sponsor staff meetings or websites, for funding rounds).
5. Formal process of engagement and consultation in evaluation and planning processes (e.g. stakeholders' views sought either in-person through meetings with their relationship person, or through involvement at an open meeting).
6. Stakeholders are provided with clear information about what your organisation will and won't do/provide (managing the expectations placed on your organisation). Memorandums of Understanding (MOUs), Sponsorship Contracts or other written agreements may be used.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

5. Strong collaboration with key stakeholders for mutually beneficial outcomes. Example – Project Energize Waikato

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**Further Reference**

[SPARC – People and Partners \(ClubKit\)](#)

[Tasman RST SportAssist Resource – Communication](#)

[Tasman RST SportAssist Resource – School Community Partnerships](#)

[Example - Sport Waitakere Partnering Agreements](#)

[SPARC Project Collaboration Award Winner – Project Energize](#)

[Community Net – Working with Government Agencies](#)

[Community Net – Marketing](#)

[Good Practice Government – Stakeholder Engagement](#)

[Alberta NFP – Maximise your time and effort, collaborate!](#)

[Help 4 Non Profits – Friend Raising \(Community Engagement\)](#)

[SPARC – Creating a stakeholder communications plan](#)

[Alberta Not-for-profit sector - Advocacy](#)

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